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The purpose of this study was to clarify the administrative functions of the Kansas county extension director through the process of role analysis. Respondents included four groups: all Kansas county extension directors, professional co-workers, county agricultural extension council executive board members in the selected counties, and selected state extension administrators. Data were gathered through a questionnaire, personally administered. The respondents were asked to indicate how important they perceived the different selected administrative duties to be by scoring them on a five point scale, five being the most important and one the least important. The methods used in analysis were: mean weighted score, rank order coefficient of correlation, and coefficient of concordance. The study showed that there was more agreement among the respondents as to the rank order of importance of administrative functions of the county extension director than was anticipated. The age variable showed more relationship to the ranking of importance than did any other variable. Sex was the next most important variable studied. (The appendix contains tables, questionnaire, letters, and a bibliography). (author/nl)

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THE ADMINISTRATIVE FUNCTIONS OF THE COUNTY EXTENSION DIRECTOR IN KANSAS

by

EARL LEROY VANMETER

B. S., Kansas State University, 1958

A MASTER'S THESIS

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

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1968

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Curtis Trent

Major Professor

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The writer is deeply grateful for the advice and assistance of his Graduate Program Committee, particularly the patient guidance and counsel of Dr. Curtis Trent. His help with this study was deeply appreciated. Other members of the committee were Dr. Paul Griffith and Associate Professor Paul Stevenson.

The writer wishes to express his appreciation to Kansas State University Cooperative Extension Service for the sabbatical leave which made it possible for him to participate in a full-time graduate program. Grateful acknowledgment is given to those staff members of Kansas Agricultural Extension Service who responded to the questionnaire.

AUTOBIOGRAPHY

The writer was born on a farm in southern Saline County, Kansas, August 2, 1936. He received his elementary education in Saline and Dickinson Counties, Kansas. He graduated from Abilene High School, Abilene, Kansas in 1954. After attending Fort Hays Kansas State College, Hays, Kansas two years he received his Bachelor of Science Degree in Agricultural Education from Kansas State University in 1958.

His professional experience has consisted of the following: two years as instructor of Vocational Agriculture, Central City, Nebraska; one year as Assistant County Agricultural Agent, Rooks County, Kansas; three years as County 4-H Club Agent, Rice County, Kansas; and since April, 1964, County Agricultural Agent in Rush County, Kansas.

The writer married Mary Ann Isaacson of Osborne, Kansas in June, 1956. The family now includes Nancy, age nine, Barbara, age eight, and Karen, age five.

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CHAPTER I

INTRODUCTION

I. PURPOSE AND NEED FOR THE STUDY

This study was initiated in an attempt to clarify the duties and responsibilities of the Kansas County Extension Director through the process of role analysis.

This study was similiar to a larger study conducted recently by the Kansas Agricultural Extension Service. The overall study attempted to define the jobs of State Extension Administrators, Supervisors, Specialists, County Agricultural agents, Home Economics agents and 4-H Club agents. This particular study was focused on the County Extension Director, a new position created in 1966.

The specific purpose of this study was to clarify the administrative functions of the County Extension Director as perceived by himself, County Professional Co-workers, State Administrators, and the County Agricultural Extension Council Executive Board members.

Trent stated: "In an organization it is important that individuals have a clear understanding of their own duties and responsibilities."[1] He further noted: "they should also have some understanding of the duties and responsibilities of others with whom they work."[2] The lack of understanding of ones own role and those with whom he works may indicate "areas of stress within the system of Extension work as individual variations in adjustment and accomplishment."[3]

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[1] Curtis Trent, "The Administrative Role of the State 4-H Club Leader in Selected States--A Study in Role Perception." Unpublished Ph.D. thesis, Cooperative Extension Administration, University of Wisconsin, 1961, p. 6.

Because the position of County Extension Director in Kansas was new, it seemed appropriate that some effort be made to define, describe and determine the degree of agreement on the major functions of this position within the Kansas Cooperative Extension Service.

II. BACKGROUND

Extension work grew out of a historical situation. Records of the orgin and beginnings of this distinctly American institution are an important part of American history.[4] The first agriculture society was organized in 1785, and was called the Philadelphia Society.[5] Nearly sixty years later the New York Society suggested that a practical and scientific farmer be hired with the duties of giving lectures throughout the state.[6] This very well could have been the first employed County Extension worker in the United States.

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[2] Ibid.

[3] Eugene A. Wilkening, "The County Extension Agent in Wisconsin," University of Wisconsin Research Bulletin, 203, 1957, p. 3.

[4] Lincoln D. Kelsey and Cannon C. Hearne, Cooperative Extension Work, (Ithaca, New York: Comstock Publishing Associates, 1955), p. 11.

[5] Alfred Charles True, A History of Agriculture Extension Work in the United States 1785-1923, (Washington: United States Printing Office, 1928), p. 3.

[6] Ibid., p. 4.

The passing of the Smith-Lever Act of 1914 officially created the Cooperative Extension Service. The purpose of the Cooperative Extension Service as outlined in the law was ". . . to aid in the diffusing among the people of the United States useful and practical information on subjects relating to Agriculture and Home Economics and encourage the application of the same."[7]

The Cooperative Extension Service began with the work of one man doing agricultural demonstrations in each county in the United States. After a few years a Home Demonstration agent was added to the county staff, and later a 4-H Club agent. Today many County Extension offices are functioning with a complete line of specialists.

A noteworthy change in leadership responsibilities in the Kansas Cooperative Extension Service has been the naming of an additional member of the county staff to serve as director. In the past one person had been designated as chairman of the county staff, usually the County Agricultural Agent. The expansion of the county staff has created a need for more efficient administration of the Extension Service at the county level.

III. THEORETICAL ORIENTATION

The theoretical frame of reference for this study was based on a concept of "role" gleaned from the literature. A complete discussion of role theory and the influence of certain research studies on the theoretical approach to this study will be found in the review of the literature.

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[7] U. S. Congress, Smith-Lever Act, 1914.

IV. DEFINITION OF TERMS

Role. What an individual does as an occupant of a position within an organization.

Role Definers. The term used to include all the respondent groups.

Respondent Groups. Those groups numbered below that were used as role definers.

1. State Administrators (SA). The term used to include the State Director of Extension, the Associate and Assistant Directors, the State Leader of Field Operations and the five District Extension Supervisors.

2. Professional Co-workers (PCOW). The term used to include all County Extension agents working in the same office with the County Extension Director.

3. County Extension Director (CED). The title of the chairman of the County Extension staff who is the administrative person at the county level.

4. Agricultural Extension Council (AEC). A group of elected people from each county charged by law with the duties and responsibilities of planning and administering the County Extension program.

5. Executive Boards (EB). A group of nine people elected from and by the County Agricultural Extension Council for

the purpose of supervising the Extension Program in their County.

6. Professional Extension Workers (PEW). The term used to include the respondent groups of County Extension Directors, State Administrators, and Professional Co-workers.

Consensus. Agreement.

V. STATEMENT OF OBJECTIVES

1. To determine the rank order of a selected group of administrative functions of the County Extension Director as perceived by the County Extension Directors, County Agricultural Extension Council Executive Board members, Professional Co-workers in the selected counties and by State Extension Administrators.

2. To determine the amount of consensus between and among the respondent groups as to the rank order of importance of the selected group of administrative functions of the County Extension Director.

3. To determine the degree of consensus between the Professional Extension workers (State Administrators, County Directors, and Professional Co-workers) and the County Agricultural Extension Council Executive Board members as to the order of importance of selected administrative functions of the County Extension Director and such factors as: (1) position, (2) age, (3) sex, (4) education, (5) tenure in present position, (6) years served on County Agricultural Extension Council Executive Board.

4. To examine the advantages and disadvantages of the County Extension Director position in Kansas as seen by the Kansas County Extension Directors.

5. To determine the need for a subject matter area of responsibility in connection with the County Extension Director's administrative functions as seen by the Kansas County Extension Directors.

VI. STATEMENT OF HYPOTHESES

1. There is no consensus between or among County Extension Directors, Professional Co-workers, selected State Administrators, and County Agricultural Extension Council Executive Board members as to the rank order of importance of selected administrative functions of the County Extension Directors.

2. There is no consensus between Professional Extension workers and the County Agricultural Extension Council Executive Board members as to the rank order of importance of selected administrative functions of the County Extension Director.

3. There is no consensus between Professional Extension workers and County Agricultural Extension Council Board members as to the rank order of importance of selected administrative functions of the County Extension Director according to age.

4. There is no consensus between the Professional Extension workers and the County Agricultural Extension Director according to sex.

5. There is no consensus between Professional Extension staff members with bachelor degrees and those holding masters or doctoral degrees as to the order of importance of selected administrative functions of the County Extension Director.

6. There is no consensus between the County Agricultural

Extension Council Board members with high school education and less and those with more than a high school education as to the rank order of importance of selected administrative functions of the County Extension Director.

7. There is no consensus between the Professional Extension staff members with ten years experience and less and those with more than ten years experience in their present position as to the rank order of importance of selected administrative functions of the County Extension Director.

8. There is no consensus between the County Agricultural Extension Council Board members with three years and less experience and those with more than three years experience on the Executive Board as to the rank order of importance of selected administrative functions of the County Extension Director.

VII. SCOPE AND PROCEDURE

The general plan and design of this study was patterned after the one developed by Caul in his research on "Perceptions of the County Extension Director's Administrative Role in Michigan."[8]

Role definers included all Kansas County Extension Directors, County Professional Co-workers, County Executive Board members and selected State Extension Administrators. The study included all County Executive Board members attending the January

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[8] Denio A. Caul, "Perceptions of the County Extension Director's Administrative Role in Michigan," (unpublished Ph.D. thesis, University of Wisconsin, Madison, 1960).

1968 board meetings and all Professional County staff members in the selected counties as of February 1, 1968. A discussion of "Role Definers" will be found in Part II of the Review of Literature.

Data were gathered through the use of a questionnaire, personally administered by the writer in all but two counties. In these two counties, board members' surveys were left with the County Extension Directors in self-addressed, stamped envelops to be returned to the writer. The returned surveys represented 100% of those attending the January 1968 Agricultural Extension Council Executive Board meetings in all six counties. A copy of the questionnaire is included in the appendix.

In addition to the questionnaire survey, the six County Extension Directors were interviewed personally by the writer. During the interviews, three questions were asked: "What do you see as the major advantages of the County Extension Director position?", "Are there any major disadvantages to the position here in the county?", and "Should the County Extension Director be responsible for a subject-matter area? Yes, No, and Why?".

The questionnaire was divided into three sections. The first section was composed of face data including age, sex, number of years in present position, and formal education completed. The second included selected administrative functions which the literature and research showed to be common to the position of County Extension Director. The third section consisted of a schedule listing possible training needs of the County Extension Director. The data from this section were not analyzed as a part of this study. The second section was patterned after a questionnaire developed by Caul[9] and used in Michigan in 1960. Caul's questionnaire was used later in studies in California and Puerto Rico. This section was designed to secure information concerning the degree of importance the respondents believed shoul be placed on the five prelisted functions by Newman:[10] "planning" "directing", "organizing", "assembling resources", and "controlling". The respondents were asked to rate on a five point scale the importance of each function, with five being the most important.

The questionnaire was pretested with the Department of Extension Community and Resource Development, Graduate Students in Extension Education at Kansas State University the fall semester, 1967, selected State Extension staff members, and the County Agricultural Extension Council Board members in Ellis, Rooks, and Rush Counties in Kansas.

The number and position of respondents are shown in Table 1.

Each research study has a design and this design is determined by the purpose of the study. This study was designed with major emphasis on descriptive research.

> Each study, of course, has its own specific purpose, but we may think of research purposes falling into a number of broad groupings: (1) to gain familiarity with a phenomenon or to achieve new insights into it, often in order to formulate a more precise research problem or to develop hypotheses; (2) to portray accurately the characteristics of a particular

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[9] Ibid.

[10] William H. Newman, Administrative Action (Englewood Cliffs New Jersey: Prentice Hall, Inc., 1955).

individual situation, or group (with or without specific initial hypotheses about the nature of these characteristics); (3) to determine the frequency with which it is associated with something else (usually, but not always with a specific initial hypothesis); (4) to test a hypothesis of a casual relationship between variables.[11]

Any given research may have in its elements of two or more of the functions we have described as characterizing different types of study. In any single study, however, the primary emphasis is usually on only one of these functions, and the study can be thought of as falling into the category corresponding to its major function.[12]

TABLE I

NUMBER OF RESPONDENTS, BY POSITION

Position	Potential Respondents	Responding Actual	Responding Percent
County Extension Directors	6	6	100.00
Professional Co-workers	24	24	100.00
State Administrators	9	9	100.00
County Agricultural Extension Executive Board members	54	46	87.00

The data were analyzed using the following procedures: (1) mean weighted scores, (2) rank differences coefficient of correlation, (3) coefficient of concordance.

VIII. LIMITATIONS OF THE STUDY

This study was limited to the six Kansas Counties in which County Extension Directors were employed as of February 1, 1968.

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[11] Claire Selltiz, *et al.*, *Research Methods in Social Relations* (New York: Henry Holt and Company, Inc., 1959), p. 51.

[12] *Ibid.*

One other county had a County Director position, but the position was vacant when the study was conducted and was not included.

This study did not take into account all of the possible individual and group expectations which might have influence on the County Extension Director's role. However, Jacobson, Charters and Lieberman[13] have suggested three groups: superiors, peers, and subordinants as most important. These three goups were used as role definers in this study.

The use of rank order with a small number of respondents often lends itself to many ties. However, rank order is an appropriate means of presenting data in a universal study.

It was assumed that each respondent marked his true feelings regarding the duties and responsibilities of the County Extension Director in answering the questionnaire.

No attempt has been made to generalize the findings of this study beyond the six counties included in the study.

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[13] Eugene Jacobson, W. W. Charters, Jr., and Seymour Lieberman "The Use of the Role Concept in the Study of Complex Organization," Journal of Social Issues, VII No. 3, 1951, p. 20.

CHAPTER II

REVIEW OF LITERATURE

I. ADMINISTRATIVE RESPONSIBILITIES

A number of different administrative tasks have been defined by practitioners and students of administration. It has been argued by many writers that the overlapping relationships which exist among the various areas within the administrative process, makes it difficult to establish clear-cut categories of administrative tasks.

One of the earliest, most widely accepted analysis of the administrative process was reported by Gulick. He asked the question, "What is the work of the President of the United States?" His answer was, "POSDCoRB".[1]

POSDCoRB is of course, a made-up word designed to call attention to the various functional elements of the work of a chief executive. The letters stand for activities necessary to the proper functioning of the office:

> PLANNING, that is working out in broad outline the things that need to be done and the methods for doing them to accomplish the purpose set for the enterprise;
>
> ORGANIZING, that is the establishment of the formal structure of authority through which work subdivisions are arranged, defined and coordinated for the defined objective;
>
> STAFFING, that is the whole personnel function of bringing in and training the staff and maintaining favorable conditions of work;

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[1] Luther Gulick and L. Urwick, Papers on the Science of Administration (New York: Institute of Public Administration, 1937), p. 13.

> DIRECTING, that is the continuous task of making decisions and embodying them in specific and general orders and instructions and serving as the leader of the enterprise;
>
> CO-ORDINATING, that is the all-important duty of inter-relating the various parts of the work;
>
> REPORTING, that is keeping those to whom the executive is responsible informed as to what is going on, which thus includes keeping himself and his subordinates informed through records, research and inspection;
>
> BUDGETING, with all that goes with budgeting in the form of fiscal planning, accounting and control.[2]

A careful examination of the administrative process as it applies in education has been made by Gregg.[3] To him, the process has seven components: decision making, planning, organizing, communicating, influencing, co-ordinating, and evaluating.

Campbell, Corbally and Ramseyer have stated:

> While Gregg uses many of the components with which we are familiar, he employes certain new emphasis. Decision making, as different from and perhaps previous to planning, is introduced. Both communicating and influencing stress the necessity for mobilizing all members of the work group if the organization is to achieve its purpose. In fact, Gregg's treatment stresses time and again the necessity for involvement of staff if the administrative process is to be effective.[4]

Litchfield sets forth decision making, programming, communicating, controlling, and reappraising as major functions in the administrative process.[5] His proposition represents a most understandable description of what is involved in the administrative process. "There is clearly a flow from decision making, to program formulation, to communication, and motivation about program, to checking and controlling standards of performance, and to continual reappraisal."[6]

---

[2] *Ibid*., p. 3-45.

[3] Roald Campbell and Russell T. Gregg, *Administrative Behavior in Education* (New York: Harper and Brothers, 1957), p. 224.

[4] Roald F. Campbell, John E. Corbally, Jr., and John A. Ramseyer, *Introduction to Educational Administration*, (Boston: Allyn and Bacon, Inc., 1962), p. 136.

[5] Edward H. Litchfield, "Notes on a General Theory of Administration," *Administrative Science Quarterly*, I, No. 1 (June, 1956), p. 29.

Brown[7] takes an even broader view in his concept of administration. He argues that planning, doing, and seeing are the three most important phases.

Campbell et al. maintain if administration is to facilitate teaching and learning there are certain major tasks necessary for the achievement of such a purpose. They group them into the following categories; school-community relations, curriculum development, pupil personnel, staff personnel, physical facilities, finance and business management, and organization and structure.[8]

Fernandez stated, "Besides the administrative responsibilities mentioned. . ., others have been spelled out as part of the whole process, such as evaluation, human and public relations, and communication."[9]

Newman[10] considers that there are five basic administrative responsibilities involved at different levels and in various fields within an organization; "planning", "organizing", "assembling resources", "directing", and "controlling".

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[6] Campbell, Corbally, and Ramseyer, op. cit., p. 138.

[7] Alvin Brown, Organization, A Formulation of Principles, (New York: Hibbert Printing Company, 1945), pp. 81-91.

[8] Campbell, Corbally, and Ramseyer, op. cit., pp. 90-91.

[9] Jose I. Fernandez-Remirez, "Perceptions of the County Chairman's Administrative Role in the Cooperative Extension Service in Puerto Rico," Unpublished Masters Thesis, Cooperative Extension Administration, University of Wisconsin, 1961, p. 19.

[10] William H. Newman, Administrative Action (Englewood Cliffs New Jersey: Prentice Hall, Inc., 1955), p. 4.

Definitions of the Basic Functions of Administration

PLANNING - Determining in advance what should be done.[11] Included in this is the determination of objectives and development of programs, and the determination of specific methods and procedures.

ORGANIZING - The grouping of activities and defining relationships between workers, programs and functions.[12]

ASSEMBLING RESOURCES - Obtaining personnel, facilities and capital needs to execute the plans.[13] Included in this function are staffing, recruitment, placement, training, budget making, securing revenues, and managing expenditures.

DIRECTING - The decision-making process of issuing instructions and indicating plans to those responsible for carrying them out. Included in this function is making operating decisions, determining policies, interrelating the different functions and roles of individuals, units, and programs, and serve as leader of the organization.[14]

CONTROLLING - Seeing the operating results conform as near as possible to plans.[15] Included in this function are communications, evaluating, public relations, and reporting.

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[11] Newman, op. cit., p. 4.

[12] Paul Griffith, "Duties and Responsibilities of Extension Administration", (Extension Service, Kansas State University, March 16, 1962), p. 1, mimeography, p. 3.

[13] Ibid., p. 4.

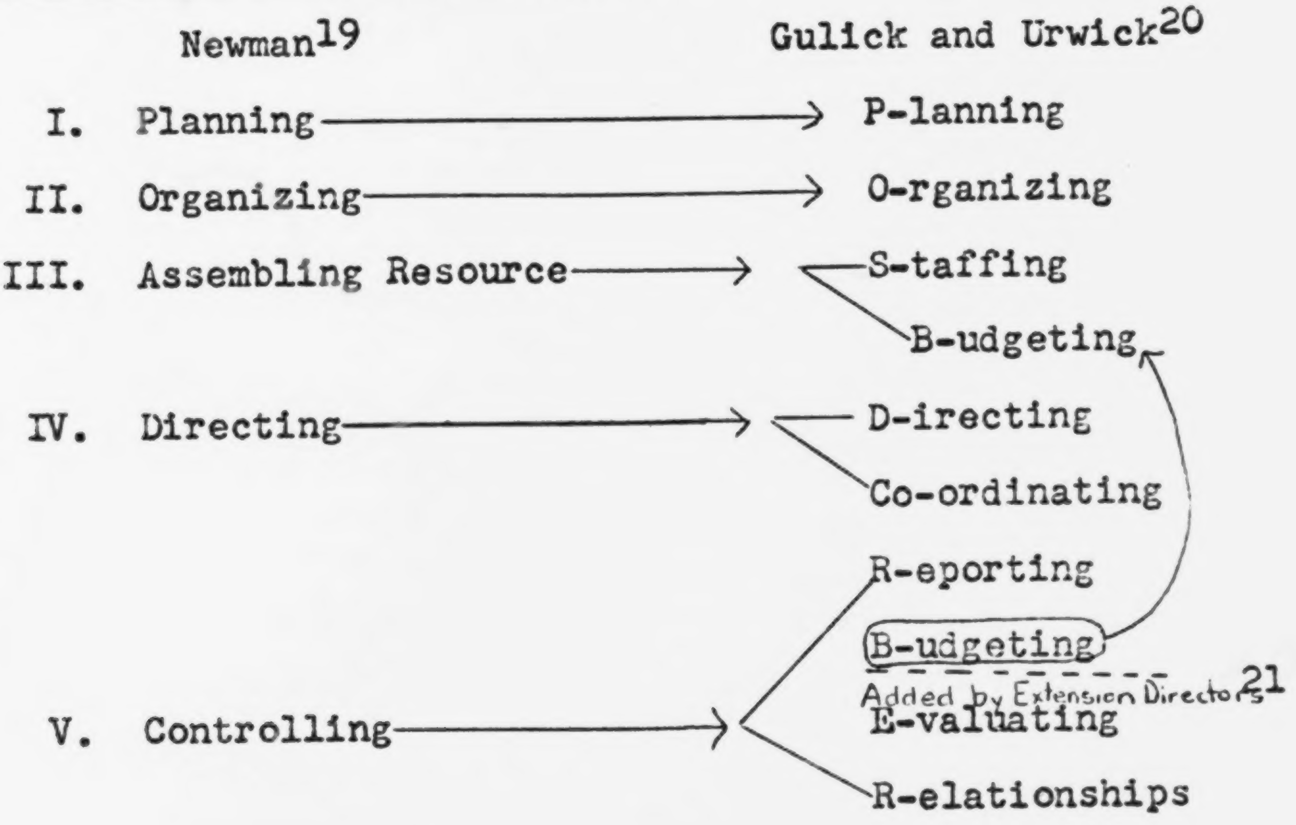
[14] Ibid., p. 5.

[15] Newman, op. cit.

Extension Directors have added an ER to POSDCoRB[16] which represents Evaluating and Relations.[17] This tends to strengthen the weaknesses pointed out by administrative authorities in the field. Gulick and Urwick's word for the administrative function as adapted by Extension Director would be POSDCoRBER.

For the purpose of this study the administrative functions as outlined by Newman are used. The following outline shows that they do include all of the functions represented by POSDCoRBER.

Basic Functions of Administration[18]



	Newman[19]	Gulick and Urwick[20]
I.	Planning	P-lanning
II.	Organizing	O-rganizing
III.	Assembling Resource	S-taffing B-udgeting
IV.	Directing	D-irecting Co-ordinating
V.	Controlling	R-eporting B-udgeting Added by Extension Directors[21] E-valuating R-elationships

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[16] Gulick and Urwick, op. cit.

[17] "Cooperative Extension Administration", Report of the Fifth National Administrative Workshop, (Madison; University of Wisconsin, 1956).

[18] Griffith, op. cit.

[19] Newman, op. cit.

[20] Gulick and Urwick, op. cit.

[21] "Cooperative Extension Administration", op. cit.

II. THEORETICAL FRAMEWORK

Role Theory

In an attempt to clarify the functions of the County Extension Director in Kansas a role theory approach was used. There are many different concepts of role found in the literature.

Getzels, who developed the theory of "social process" perceived administration: "structurally as the hierarchy of subordinate-superordinate relationships within a social system."[22] He pointed out that "functionally this hierarchy of relationships is the focus for allocating roles and facilities in order to achieve the goals of the social system."[23]

Some authors tend to define role in terms of role expectations. Most prominent among these are: Sarbin and Jones, who perceived role as "the content common to the role expectations of the members of a social group."[24]

Linton has defined role as "the dynamic aspect of status... when the individual puts the rights and duties which constitute the status into effect he is performing a role."[25]

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[22] Jacob W. Getzels, Administrative Theory in Education, (Chicago: Midwest Administration Center, 1958), p. 27.

[23] Ibid.

[24] Theordore R. Sarbin and Donald S. Jones, "An Experimental Analysis of Role Behavior," in Eleanor E. Macceby, Theodore M. Newcomb and Eugene L. Hartley, Reading in Social Psychology, (New York: Holt, Rinehart and Winston, Inc., 1955), p. 465.

[25] Ralph Linton, The Study of Man (New York: D. Appleton-Century Company, 1936), p. 114.

The Gross[26] approach to the role concept was similar to that of Sarbin and Getzels; he pointed out that expectations are the focus point to the definition role. He referred to expectations as "an evaluative standard applied to an incumbent of a position." And he perceived role as "a set of expectations or a set of evaluative standards applied to an incumbent of a particular position."

Newcomb argues that position and role are inseparable, however, they do not mean the same. He perceived role as "the ways of behaving which are expected of any individual who occupies a certain position." A role, to him, is something dynamic, it refers to the behavior of the occupants of a position, not all their behavior as persons, but to what they do as occupants of the position.[27]

While certain expectations usually are attached to a given organizational role, a problem often arises because one's superiors or his peers have conflicting expectations of one's role.[28] The key to the understanding of human behavior, according to Pfiffner and Presthus, is the knowledge of how people react to each other in their world contacts.[29]

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[26] Neal Gross, Wards Mason, and Alexander W. McEachern, Exploration in Role Analysis; Studies of the School Superintendency Role (New York: John Wiley and Sons, Inc., 1958), p. 58.

[27] Theodore M. Newcomb, Social Psychology (New York: Henry Holt and Co. Inc., 1954), p. 278.

[28] John M. Pfiffner and Robert V. Presthus, Public Administration (New York: The Ronald Press Co., 1960), p. 227.

[29] Ibid.

Trent has observed:

> Most of the concepts of role that have been advanced contain at least two basic ideas: (1) the location of the individual within a social system or institution, and (2) the behavior of the individual occupying a position within a social system or institution.[30]

If roles are defined in terms of role expectations, it appears that any position assigned in an organization is influenced by the occupants' expectations and what others expect of the position.

Role Behavior

Role behavior is a result of both expectations and the actions of ones own needs and personality. Getzels[31] formulated a model which suggests that two dimensions make up administrative behavior. As indicated in the diagram below one is referred to as the institutional dimension. It has two major elements, role and expectations.

The individual elements of personality and need-disposition are included in the personal dimension outlined by Getzels.[32] The interaction of these two dimensions in a social system gives rise to observed behavior or performance.

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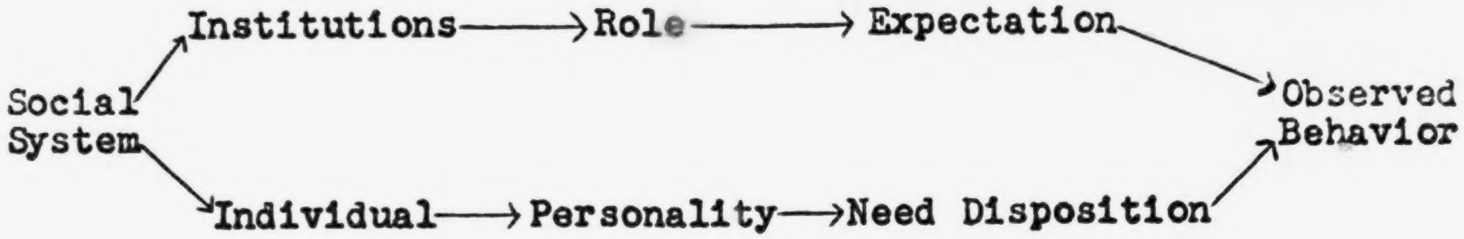
[30] Curtis Trent, "The Administrative Role of the State 4-H Club Leader in Selected States--A Study in Role Perception" (unpublished Ph. D. thesis, University of Wisconsin, Madison, 1961), p. 10.

[31] Jacob W. Getzels, "Administration as a Social Process," in Robert C. Clark and Roland H. Abraham (ed.), Administration in Extension (National Agricultural Extension Center for Advanced Study, 1959), p. 38.

[32] Ibid.

For the purpose of this study only the top half of Getzel's diagram was used. Role and expectation were the only elements of the model that were used to arrive at the administrative role of the County Extension Director.



NOMOTHETIC DIMENSION DIAGRAM[33]

Role Definers

In this study the County Extension Directors, Professional Co-workers, selected State Administrators and the County Agricultural Extension Council Executive Board members were selected as the role definers. Jacobson, Charters, and Lieberman point out that:

> In hierarchial organizations, at least three such groups should receive consideration. One is composed of persons who occupy like positions. Another is composed of persons who have a high degree of functional interdependence with the position in question. A third is composed of persons who do not have direct functional interdependent relationships with the position, but how nevertheless are related to it through a concern with the formulation and implementation of the broader purpose of the organization.[34]

Role Studies in Field

Many studies have been conducted based on role theory.

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[33] *Ibid.*, p. 39.

[34] Eugene Jacobson, W. W. Charters, Jr., and Seymour Lieberman, "The Use of the Role Concept in the Study of Complex Organization," *Journal of Social Issues*, VII, No. 3, 1951, p. 20.

Norby[35] used role perception to define the Extension Supervisors' job. Trent[36] employed role theory to define the Administrative role of the State 4-H Club Leader. Griffith[37] used role theory in his study of formula feed operators perception of the Kansas Agricultural Extension Service.

Research Pertaining to This Study

Research that pertains to the administrative role of the Extension worker at the County level is limited. The few studies completed to date indicated that there exists certain administrative functions which someone must perform.

In "Perceptions of the County Extension Director's Administrative Role in Michigan," Caul listed eight functions in decreasing importance as primary responsibilities, they were: (1) educational leadership, (2) financial and business management, (3) organization and policy, (4) personnel management, (5) direction and coordination, (6) administrative relations, (7) planning and program, and (8) supervision.[38]

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[35] Oscar W. Norby, "Role Expectations and Performance of State Agents in the Missouri Cooperative Extension Service," (unpublished Masters thesis, Cooperative Extension Administration, University of Wisconsin, Madison, 1959).

[36] Trent, op. cit.

[37] Paul W. Griffith, "Formula Feed Operators' Perception of the Kansas Agricultural Extension Service," (unpublished Ph. D. thesis, Cooperative Extension Administration, University of Wisconsin, Madison, 1961).

[38] Denio A. Caul, "Perceptions of the County Extension Director's Administrative Role in Michigan," (unpublished Ph. D. thesis, University of Wisconsin, Madison, 1960).

Fernandez-Ramirez in a similar study in Puerto Rico analyzed the administrative role of the County Chairman.[39] Fawzi M. Abdullah also using Caul's approach, did an analysis of the administrative role of the County Director in California.[40]

Since the studies were all based on the same functions of the County Extension Director it was possible for Clark and Abdullah to combine the results of the three studies. "The total staff rated the functions of the County Extension Director in the following order of decreasing importance: (1) educational leadership, (2) organization and policy, (3) business management and finances, (4) personnel management, (5) administrative or public relations, (6) direction or coordination, (7) planning and programming, and (8) supervision.[41]

McNabb listed five major functions in his study of the administrative role of the County Extension Director in Missouri. The five were: direction, coordination, planning and educational leadership, personnel management, extension relations, and finance and business management.[42]

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[39] Fernandez-Ramirez, _op_. _cit_.

[40] Fawzi M. Abdullah, "Analysis of the Administrative Role of the County Extension Director in California" (unpublished Ph. D. thesis, University of Wisconsin, Madison, 1964).

[41] Robert C. Clark and Fawzi M. Abdullah, "Functions of the County Extension Director in the Cooperative Extension Service," University of Wisconsin, Research Bulletin 225, 1965, p. 3.

[42] Coy G. McNabb, "The Administrative Role of the County Extension Director in Missouri," (unpublished Ph. D. thesis, Ohio State University, 1964).

CHAPTER III

THE ADMINISTRATIVE FUNCTIONS OF THE COUNTY EXTENSION DIRECTOR IN KANSAS AS PERCEIVED BY THE RESPONDENT GROUPS

I. INTRODUCTION

The specific objectives of the study were:

1. To determine the rank order of a selected group of administrative functions of the County Extension Director as perceived by the County Extension Directors, Executive Board members of the County Agricultural Extension Council, Professional Co-workers in the selected counties and by State Extension Administrators.

2. To determine the amount of consensus between and among the respondent groups as to the rank order of importance of the selected group of administrative functions of the County Extension Director.

3. To determine the degree of consensus between the Professional Extension workers (State Administrator, County Extension Directors, and Professional Co-workers) and the County Agricultural Extension Council Executive Board members as to the order of importance of selected administrative functions of the County Extension Director and such factors as: position, age, sex, education, tenure in present position and years on the Agricultural Extension Council Executive Board.

4. To examine the advantages and disadvantages of the County Extension Director position in Kansas as seen by the Kansas County Extension Directors.

5. To determine the need for a subject matter area of responsibility in connection with the County Extension Directors administrative functions as seen by the Kansas County Extension Directors.

The data for this chapter were derived from a structured questionnaire submitted to the four groups of respondents listed below, plus a personal interview with each of the County Extension Directors:

1. All County Extension Directors in Kansas
2. All Professional Co-workers in counties with directors
3. Selected State Extension Administrators
4. All Agricultural Extension Council Executive Board members attending the January, 1968, Board Meeting in County Extension Director counties.

A mean weighted score was computed for each question for each of the four respondent groups. The questions were randomly placed on the questionnarie and later sorted and categorized under the five administrative functions outlined by Newman,[1] that is, "planning", "organizing", "assembling resources", "directing", and "controlling". A mean weighted score was computed for each function for each of the respondent groups. The function with the highest mean weighted score was given a rank of one, the next was given the rank of two, and so on throughout the five functions. When ties were observed in the ranking, the bracket-rank method was used.

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[1] William H. Newman, Administrative Action (Englewood Cliffs, New Jersey: Prentice Hall, Inc., 1955).

"In the bracket-rank method the items with the same value are assigned the same rank, and the next item after the ties is given the rank it would have had if there had been no ties."[2]

Spearman's coefficient of rank correlation (r_s)[3] or rho was used to illustrate or measure the consensus or agreement between two groups of respondents. The formula is:

$$r_s = 1 - \frac{6\sum di^2}{N^3 - N}$$

r_s denotes the degree of consensus; $\sum$ is the sum; di, the deviations from the mean; and N, the number of functions. r_s would equal + 1 if all the functions were ranked in the same order by both groups; it would be -1 if the rank order were exactly reversed by one group as compared to the other. If there were no relationship between the two sets of ranks, r_s would equal 0.

Kendall's coefficient of concordance (W)[4] was used to show the agreement or consensus among the four respondent groups. The formula is:

$$W = \frac{12\sum T^2}{K^2\ N\ (N^2-1)} - \frac{3\ (N+1)}{N-1}$$

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[2] Pauline V. Young, *Scientific Social Surveys and Research* Englewood Cliffs, N. J.: Prentice Hall, Inc., 1956), p. 294.

[3] Sidney Siegel, *Nonparametric Statistics for the Behavioral Sciences* (New York: McGraw-Hill Book Company, Inc., 1956), p. 233.

[4] William L. Hays, *Statistics for Psychologists* (Chicago: Holt, Rinehart and Winston, 1963), p. 656-657.

Where W denotes the degree of consensus; T equals the sum of each ranked function then squared and totaled; K equals the number of respondent groups; and N equals the number of functions. W would equal +1 if all the functions were ranked in the same order by all four respondent groups. The W score would be less than +1 if the functions were ranked in different orders, a minus score is not possible because a complete reversal of ranks with four respondent groups is not possible.

II. ANALYSIS AND INTERPRETATION OF DATA

The following analysis and interpretation data are based on the objectives and hypotheses established for the study. The hypotheses are accepted or rejected through the use of descriptive statistical techniques. For the purpose of accepting the null hypothesis an association must be .50 or below when using Kendall's coefficient of Concordance. When accepting the null hypotheses using Spearman's coefficient of rank correlation an association must be .0 or below. Any figure above would show an agreement, while below would indicate disagreement.

The data are presented in the form of tables and are analyzed by means of rank order coefficient of correlation and coefficient of concordance in order to accept or reject the null hypotheses.

To determine the rank order and mean weighted score of the five administrative functions of the County Extension Director, twenty-five statements relating to duties and responsibilities of the County Extension Director were used. These twenty-five statements were categorized under five administrative functions before they were tabulated.

The twenty-five statements of duties and responsibilities are listed below in order of importance as seen by all respondents

1. Is prepared to justify all County Extension expenditures to the County Agricultural Extension Council Executive Board.
2. Is responsible for holding regular staff conferences
3. Is responsible for development of long range objectives of the County Extension Service.
4. Keeps other County Extension Agents informed on what is going on in all phases of the County Extension program.
5. Prepares the annual County Extension Budget.
6. Sets objectives and goals for Extension educational programs in the county.
7. Maintains personal contact with major farm organizatio and groups.
8. Is responsible for interpreting and determining County Extension policy in the county.
9. Develops with appropriate advisory committees and othe County Extension agents a written long-time Extension program for the county.
10. Is responsible for correlation of the different subjec matter areas into a total County Extension Program.
11. Makes periodic reports of Extension accomplishments to the Board of County Commissioners.

12. Establishes regular channels of communication with local newspapers, radio, and/or television where available.
13. Defines areas of responsiblity of County Extension personnel.
14. Takes applications and hires new or additional secretaries.
15. Gives recommendations to County Extension Executive Board and District Supervisor on the selection of other Extension agents in the county.
16. Accepts responsibility for decisions made by other County Extension agents in the county.
17. Delegates general areas of program responsibility to other County Extension agents.
18. Forecasts and adjusts the seasonal and yearly workload of the County staff.
19. Approves the introduction of new types of Extension programs of events into the county.
20. Gives assistance in developing procedures and methods that will result in more effective dissemination of subject matter.
21. Determines what educational activities the Cooperative Extension Service is to engage in, and the priority that should be given.
22. Initiates effective evaluation procedures of the County Extension program.
23. Approves reports and other materials prepared by County

Extension agents.

24. Recommends to the County Extension Executive Board and District Supervisor, salaries for the other County Extension workers in the county.
25. Serves as speaker for civic groups, farm organizations, 4-H and adult leader banquets, and other similar organizations.

The ranking of the duties and responsibilities of the County Extension Director by total respondents in most cases was somewhat like the writer expected. The statements dealing with public relations or "controlling" were lower than the writer had expected. One reason for this perhaps was that 63% of the respondents were County Agricultural Extension Council Executive Board members or lay people. The writer tends to believe that lay people don't place as much importance on public relations as Professional Extension people. The writer did expect to see the question "Recommends salaries for other County Extension workers in the county," very low as presently this is not considered a part of the County Extension Director's responsibility in Kansas.

The writer would expect to see such duties and responsibilities as: "justifies expenditures," "holding staff conferences", "long range objectives" and "keeping personnel informed", near the top. These are some of the specific items that were outlined for the County Extension Director when the position was established.

Hypothesis 1. There is no consensus between or among County Extension Directors, Professional Co-workers, selected State Administrators, and County Agricultural Extension Council

Executive Board members as to the rank order of importance of selected administrative functions of the County Extension Director.

Table II shows the rank order of importance of the five functions as perceived by total respondents and each of the four respondent groups.

Three of the four respondent groups ranked "planning" and "organizing" as the first two function. Three of the four groups placed "directing" or "controlling" fifth. The Professional Extension workers were in agreement on the first function. However, they did not agree on the least important function. The State Administrators listed "assembling resources" as least important while the Professional Co-workers listed "assembling resources" much higher.

The third ranked administrative function as perceived by the total group was "assembling resources". There was more disagreement among the groups on this function than any other. The County Extension Directors and the County Agricultural Extension Council Executive Board members both ranked it third. The State Administrators ranked it fifth, and the Professional Co-workers ranked this function in the second position.

"Directing" was seen as the fourth most important administrative function by the total group and the County Agricultural Extension Council Executive Board members. It was ranked fifth by both the County Extension Directors and the Professional Co-workers. The State Administrators ranked this function third--more important than "assembling resources" and "controlling".

The fifth place administrative function of the County

TABLE II

THE COUNTY EXTENSION DIRECTOR'S ADMINISTRATIVE FUNCTIONS AS PERCEIVED BY THE RESPONDENT GROUPS

FUNCTIONS	Mean Weighted Score and Rank Order by Respondents					
	Mean Wt'd Score	TOTAL Rank	CED Rank	PCoW Rank	SSA Rank	AECEB Rank
Organizing	4.24	1	1	1	1	2
Planning	4.19	2	2	4	2	1
Assembling resources	4.09	3	3	2	5	3
Directing	3.96	4	5	5	3	4
Controlling	3.95	5	4	3	4	5

Extension Director was "controlling". It was ranked fifth by the total group and County Agricultural Extension Council Executive Board members and fourth by the State Administrators and County Extension Directors. The Professional Co-workers were in less agreement in the order of importance of the functions of the County Extension Director than any other groups of respondents.

The agreement between groups of respondents was measured by the coefficient of rank correlation. The County Extension Directors showed a higher consensus with their role definers than any of the other three respondent groups. This agreement is indicated below:

County Extension Directors--Professional Co-workers	.80
County Extension Directors--State Administrators	.80
County Extension Directors--Executive Board members	.80
State Administrators--Executive Board members	.70
Professional Co-workers--State Administrators	.60
Professional Co-workers--Executive Board members	.60

The hypothesis was rejected because the coefficient of concordance rating was .62. Using the coefficient of concordance a variation from 0 to 1 is possible.

There may be two factors which might account for the placing of "planning" low by the Professional Co-workers and "controlling" higher. The County Agricultural Extension Council law states: "...it shall be the duty of said Agricultural Extension Council to plan the educational Extension program of the county."[5]

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[5] Handbook for County Agricultural Extension Council, (Manhattan, Kansas: Extension Service, Kansas State University, 1967), p. 27.

This may account for the Professional Co-workers placing "planning" low as a function of the County Extension Director. They have been trained that one of the major responsibilities of the County Agricultural Extension Council is the planning of the County Extension program.

This group placed "controlling" higher than any other respondent group. The "controlling" functions include: communications, evaluating, public relations, and reporting. This would tend to agree with Mann's study of the Duties and Responsbilities of the Kansas County Agricultural Agent[6] and Hundley's study on the Role of the District Agricultural Agent in Kansas.[7] Both included a statement regarding the wording "public relations" in their studies and both received important rankings. Mann's[8] study concluded that the most important function of the County Agricultural agent is "Developing and Maintaining good public relations." The Hundley study[9] concluded that public relations should receive "increased emphasis." Yet, when the writer listed duties regarding public relations on the questionnaire in this study the Professional Co-workers group was the only respondent group that did not rank them the least important duty and responsibility of the County Extension Director.

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[6] Ray Mann, "The Duties and Responsibilities of the Kansas County Agricultural Agent" (unpublished Master's thesis, Kansas State University, Manhattan, 1965).

[7] William C. Hundley, "The Role of the District Agricultural Agent in the Kansas Extension Service," (unpublished Master's thesis, Kansas State University, Manhattan, 1967).

[8] Mann, op. cit., p. 67.

[9] Hundley, op. cit., p. 25.

The State Administrators showed the least amount of agreement of all the respondent groups. The group was not the smallest group, however, it was smaller than either the Professional Co-workers or the Agricultural Extension Council Executive Board member group. The State Administrators showed little agreement among themselves on the importance of the different administrative functions.

State Administrators placed "assembling resources" as the least important administrative function of the County Extension Director. The function included obtaining personnel, facilities, and capital needed to execute the county program. The group ranked "directing" higher than any other respondent group.

In searching for an explanation of why the State Administrators ranked "assembling resources" as the least important function of the County Extension Director, the writer examined each duty and responsibility within the "assembling resources" function. He found that two of the nine respondents rated all five elements of the "assembling resources" function very important. Three of the respondents rated at least one of the elements as not a part or only a minor part of the job of County Extension Director.

The two elements of the "assembling resources" function that two or more of the respondents did not consider a part of the job of the County Extension Director were:

1. Gives recommendations to the County Agricultural Extension Council Executive Board and District Supervisor

on the selection of other Extension agents in the county.

2. Recommends to the County Agricultural Extension Council Executive Board and District Supervisor salaries for other County Extension workers in the county

It may be that the district supervisors felt that these duties and responsibilities were their own responsibilities, and not those of the County Extension Director. In Hudley's study the District Supervisors themselves rated "recruiting, selecting, and placing of County Extension agents"[10] as their most important function. This could account for the very low ranking of this function by some of the State Administrators.

Hypothesis 2. There is no consensus between Professional Extension workers and the County Agricultural Extension Council Executive Board members as to the rank order of importance of selected administrative functions of the County Extension Directors.

Table III shows the rank order of importance of the administrative functions of the County Extension Director as seen by the Professional Extension workers and Executive Board members.

The agreement of these two groups would fall into two categories. The first category would include the administrative functions of "planning", "organizing", and "assembling resources". The two groups agreed that these were the three most important functions, but did not agree on the rank order of importance. They showed the most disagreement on the "planning" function. The Executive Board members ranked it first and the Professional

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[10] *Ibid.*

TABLE III

THE COUNTY EXTENSION DIRECTOR'S ADMINISTRATIVE FUNCTION AS PERCEIVED BY PROFESSIONAL EXTENSION WORKERS AND COUNTY AGRICULTURAL EXTENSION COUNCIL EXECUTIVE BOARD MEMBERS

FUNCTIONS	Rank Order by Respondents	
	Executive Board Members Ranks	Professional Extension Workers Rank
Planning	1	3
Organizing	2	1
Assembling Resources	3	2
Directing	4	5
Controlling	5	4

Extension workers ranked it third.

The two groups agreed on the functions that should be included in the second category. The two administrative functions were "directing" and "controlling". The Professional Extension workers placed "controlling" over "directing", while the County Agricultural Extension Council Executive Board members placed "directing" over "controlling".

The hypothesis was rejected because the rank coefficient of correlation of .60 indicated a fairly high agreement between the two respondent groups.

The greatest disagreement was on the administrative function of "planning". The Agricultural Extension Council Executive Board members saw "planning" as the most important and the Professional workers saw such functions as "organizing" and "assembling resources" as more important functions of the County Extension Director. A comparison of the Professional Extension workers with the total group of respondents and the Agricultural Extension Council Executive Board with the total group of respondents showed the rank order of correlation to be .80 and .90 respectively.

Basically these two groups were in close agreement regarding the administrative functions of the County Extension Director.

Hypothesis 3. There is no consensus between Professional Extension workers and County Agricultural Extension Council Board members as to the rank order of importance of selected administrative functions of the County Extension Director according to age.

Table IV shows the Professional Extension workers as one respondent group and the Executive Board members as the other respondent group. The respondents were divided into two groups using 45 years of age and under and over 45 years of age.

Both age groups of the Professional Extension workers agreed that "organizing" was the most important administrative function. They followed with "planning", "assembling resources", or "controlling", as the second, third, and fourth place functions. Both groups agreed that directing was the least important function. This group showed an agreement of .825 using the coefficient of rank correlation as a tool for measurement.

The two age groups of the County Agricultural Extension Council Executive Board members showed a -.90 (negative) consensus of agreement by the use of the coefficient of rank correlation. The older group placed "assembling resources" as the number one function, while the younger group placed this function fifth. The two groups did agree with the administrative function "directing" as the fourth most important function. "Organizing" was second by the younger group and third by those older and "controlling" was placed third by the younger and fifth by the older.

The hypothesis was partially accepted as there was no agreement among the County Agricultural Extension Council Executive Board members according to age. Using the coefficient of rank correlation a -.90 (negative) score was received. The hypothesis was partially rejected because the agreement between the Professional Extension workers, using coefficient of rank correlation was .825.

TABLE IV

THE COUNTY EXTENSION DIRECTOR'S ADMINISTRATIVE FUNCTIONS AS PERCEIVED BY PROFESSIONAL EXTENSION WORKERS AND COUNTY AGRICULTURAL EXTENSION COUNCIL EXECUTIVE BOARD MEMBERS BY AGE

FUNCTION	Rank Order by Age Professional Ext. Workers		Executive Board Members	
	45 and under Rank	over 45 Rank	45 and under Rank	over 45 Rank
Planning	3	2	1	2
Organizing	1	1	2	3
Assembling resources	2	3	5	1
Directing	5	5	4	4
Controlling	4	3	3	5

This may tend to indicate that the Agricultural Extension Council Executive Board members do not really understand the duties and responsibilities of the County Extension Director or it might indicate that the older Agricultural Extension Council Executive Board members are much more concerned about personnel and finances than the younger board members.

Hypothesis 4. There is no consensus between the Professional Extension workers and the County Agricultural Extension Council Board members in the rank order of importance of selected administrative functions of the County Extension Director according to sex.

In table V the respondents were grouped according to male and female, Professional Extension workers and County Agricultural Extension Council Executive Board members. Both sexes of the Professional Extension workers agreed that "organizing" was the most important function. They agreed that "planning", "assembling resources", and "controlling" were the second, third, or fourth functions, but they did not agree as to the exact order. They did agree that "directing" was the fifth most important administrative function.

Using rank coefficient of correlation to determine the amount of agreement between the Professional Extension workers according to sex, a .70 was received. Rank coefficient of correlation was used to determine the amount of agreement between the Agricultural Extension Council Executive Board members. A -1 to 1 was possible using rank coefficient of correlation and a score of .00 was received, indicating no agreement.

The male group placed "assembling resources" as the most important administrative function while the female County Agricultural Extension Council Executive Board members placed this function last. The female group placed "planning" as the most important and the male group saw this as the second most important function. The female group placed "organizing" as second and the male group placed it as third.

"Directing" was seen as third by the female group and the male group placed this fourth. The "controlling" function was seen as the fourth place administrative function of the County Extension Director by the female group and the male County Agricultural Extension Council Executive Board members placed it fifth.

Hypothesis number four was partially accepted as there was no agreement among the County Agricultural Extension Council Executive Board members in the rank order of importance of the administrative functions of the County Extencion Director according to sex. Using rank coefficient of correlation a score of .00 was received indicating no agreement. However, hypothesis number four was partially rejected as a score of .70 was received using rank coefficient of correlation to determine the amount of agreement between the Professional Extension workers.

The largest disagreement within both respondent groups, was with the administrative function of "assembling resources". This function included staffing, securing, and managing expenditures. In both situations the men ranked it either first or second, while the women ranked it last or next to last.

TABLE V

THE COUNTY EXTENSION DIRECTOR'S ADMINISTRATIVE FUNCTIONS AS PERCEIVED BY MALE AND FEMALE RESPONDENT GROUPS

FUNCTION	Rank Order by Sex			
	Professional Ext. Workers		Executive Board Members	
	Male Rank	Female Rank	Male Rank	Female Rank
Planning	3	2	2	1
Organizing	1	1	3	2
Assembling resources	2	4	1	5
Directing	5	5	4	3
Controlling	4	3	5	4

One possible explanation for this is that men normally think of staffing a public office and the management of public funds as major responsibilities. Women tend to see other administrative functions as being more important.

In VanMeter's study on Sex Education for the Public Schools, she listed the sex roles of both the American male and female. One of the sex roles of the American female is, "the management of money and household affairs."[11]

It would seem that there may be a conflict of sex roles. If the American woman feels the home responsibilities of management and finance are parts of her sex role, it may become difficult for her to place much importance on this function as a part of the administrative functions of the County Extension Director.

Hypothesis 5. There is no consensus between Professional Extension staff members with Bachelor Degrees and those holding Masters or Doctoral Degrees as to the order of importance of selected administrative functions of the County Extension Director.

In table VI the Professional Extension workers were divided into two groups. One group consisted of Professional Extension workers with Bachelor Degrees. The second group consisted of the Professional Extension workers with Masters or Doctoral Degrees.

Both groups agreed that organizing was the most important function of the County Extension Director. The graduate group placed "planning" second followed by "assembling resources", "directing", and "controlling". This was the same order the total group ranked these functions in Table II. The Bachelor's Degree group placed "assembling resources" second, "controlling" third, "planning" fourth, and "directing" fifth.

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[11] Mary A. VanMeter, "Development of a Sex Education Program for Kindergarten Through Twelfth Grade," (unpublished Master thesis, Kansas State University, 1968), p. 31.

The hypothesis was rejected because using the rank coefficient of correlation to determine the amount of agreement a .50 was received.

It is interesting to note that the Bachelors degree group and the Professional Co-worker group in Table III ranked the administrative functions in exactly the same order. This order of ranking was different to any of the other respondent group rankings. This correlation was likely as 31 of the total respondents were Professional Extension workers and 24 of the Professional Extension workers were classified as Professional Co-workers. It also tells us that a large group of Professional Co-workers are in the Bachelor's degree category.

The writer would again tend to think that the reason "planning" was ranked low was because of the Agricultural Extension Council law stating that "it is the responsibility of the Agricultural Extension Council to plan the Extension program" as outlined under Hypothesis 1 of this chapter. The Professional Extension worker may not think of this as an administrative function of the County Extension Director.

The ranking of "controlling" as the third administrative function of the County Extension Director would tend to indicate that the Bachelors degree group and the Professional Co-workers

TABLE VI

THE COUNTY EXTENSION DIRECTOR'S ADMINISTRATIVE FUNCTIONS AS PERCEIVED BY THE PROFESSIONAL EXTENSION WORKERS WITH BACHELOR AND GRADUATE DEGREES

FUNCTIONS	Rank Order by Education	
	Graduate Degree Rank	Bachelor Degree Rank
Organizing	1	1
Planning	2	4
Assembling resources	3	2
Directing	4	5
Controlling	5	3

think communications, public relations, evaluating, and reporting are major duties and responsibilities of the County Extenstion Director.

Hypothesis 6. There is no consensus between the County Agricultural Extension Council Board members with high school education and less and those with more than a high school education as to the rank order of importance of selected administrative functions of the County Extension Director.

Table VII shows agreement between the high school graduates and less and those County Agricultural Extension Council Executive Board members with more than a high school education, in two categories. These categories were "planning", "organizing", and "assembling resources" as one, and "directing" and "controlling" as the second. The two respondent groups agreed that category one contained the three most important administrative function of the County Extension Director. Category two contained the two least important functions. They did not agree on the exact order within the two categories. The greatest disagreement between the two groups on the importance of the administrative functions was that of "assembling resources". The high school and less group placed it first and the group with more than high school education placed it third.

Hypothesis number six was rejected. Using the rank coefficient of correlation the agreement was .60 indicating a strong agreement between the two respondent groups.

The greatest disagreement came with the "assembling resources" function. This function was seen as the most important

TABLE VII

THE COUNTY EXTENSION DIRECTORS' ADMINISTRATIVE FUNCTIONS AS PERCEIVED BY THE COUNTY AGRICULTURAL EXTENSION COUNCIL EXECUTIVE BOARD MEMBERS BY EDUCATION LEVEL

FUNCTION	Rank Order by Education	
	High School And Less	More Than High School
	Rank	Rank
Planning	2	1
Organizing	3	2
Assembling resources	1	3
Directing	4	5
Controlling	5	4

by the less educated board members, and third by the more educat group. In computing the amount of consensus between the total group (Table II) and each of the two respondent groups there were no differences.

The data in Table VII indicate that the amount of formal education of the County Agricultural Extension Council Executive Board members is not a major factor in determining the rank order of the administrative functions of the County Extension Director in Kansas.

Hypothesis 7. There is no consensus between the Professional Extension staff members with ten years experience and less and those with more than ten years experience in their present position as to the rank order of importance of selected administrative functions of the County Extension Director.

The Professional Extension workers were grouped into two groups according to years of experience in present position. One group consisted of those Professional Extension workers with ten years and less experience in their present position. The second group consisted of those with more than ten years experience.

Table VIII shows that the two groups agreed upon the most important function. They both saw "organizing" as the most important function. Table II shows this was the same as the total group.

The group with fewer years experience placed "planning" as the second and "assembling resources" as the third most important function. This is in complete agreement with the

TABLE VIII

THE COUNTY EXTENSION DIRECTOR'S ADMINISTRATIVE FUNCTIONS AS PERCEIVED BY THE PROFESSIONAL EXTENSION WORKERS ACCORDING TO YEARS IN THEIR PRESENT POSITION

FUNCTION	Rank Order by Tenure	
	10 Years And Less	More Than 10 Years
	Rank	Rank
Organizing	1	1
Planning	2	2
Assembling Resources	3	2
Directing	5	2
Controlling	4	5

total group in Table II. The more experienced group ended in a three-way tie on the second most important function. The administrative functions of "planning", "assembling resources", and "directing" were all tied and "controlling" was the last in the ranking of the more experienced group of Extension workers. The lesser experienced group placed "controlling" fourth and "directing" fifth.

Hypothesis number seven was rejected because the rank coefficient of correlation was .70. The two respondent groups agreed on the three most important functions of the County Extension Director. Using the data from Table VIII, years experience of Professional Extension workers does not appear to be a major factor in determining the rank order of importance of the functions of the County Extension Director.

Hypothesis 8. There is no consensus between the County Agricultural Extension Council Board members with three years and less experience and those with more than three years experence on the Agricultural Extension Council Executive Board as to the rank order of importance of selected administrative functions of the County Extension Director.

The County Agricultural Extension Council Board members were divided into two groups according to years on the County Agricultural Extension Council Executive Board in Table IX. Three years and less constituted one group and more than three years made up the second.

The only agreement between the two groups on an administrative function was the least important one. Both groups

TABLE IX

THE COUNTY EXTENSION DIRECTOR'S ADMINISTRATIVE FUNCTIONS AS PERCEIVED BY THE COUNTY AGRICULTURAL EXTENSION COUNCIL EXECUTIVE BOARDS MEMBERS ACCORDING TO THE NUMBER OF YEARS ON THE EXECUTIVE BOARD

FUNCTIONS	Rank Order by Tenure	
	3 Years And Less	More Than 3 Years
	Rank	Rank
Planning	1	4
Organizing	2	1
Assembling Resources	3	2
Directing	4	3
Controlling	5	5

ranked "controlling" as the fifth most important administrative function. The group with the fewer years on the County Agricultural Extension Council Executive Board listed "planning" as the most important function while the other placed this function fourth.

The group with fewer years on the County Agricultural Extension Council Executive Board followed "planning" with "organizing" and "assembling resources". While the group with more years on the board ranked "organizing", "assembling resources", and "directing" as the top three administrative functions in that order. The group with fewer years ranked "directing" as fourth and the group with more years on the board ranked "planning" fourth.

Hypothesis eight was rejected as the rank coefficient of correlation score was .40. The two respondent groups agreed completely on "controlling" as the least important function and closely agreed on all other administrative functions except "planning". The less experienced group ranked "planning" as first, and the more experienced group ranked it as fourth important function.

The writer feels from the data presented in Table IX that the County Agricultural Extension Council Executive Board members with more than three years on the Agricultural Extension Council Executive Board may tend to think of "planning" as a function of the Agricultural Extension Council, and not a part of the County Extension Director's duties.

Personal Interview. Although no specific hypothesis were set up for the personal interview with the County Extension Directors the writer used the following objectives;

1. To examine the advantages and disadvantages of the County Extension Director position in Kansas as seen by the Kansas County Extension Director.
2. To determine the need for a subject matter area responsibility in connection with the County Extension Director's administrative functions as seen by the Kansas County Extension Directors.

As a part of the study the writer personally interviewed each of the Kansas County Extension Directors in their respective counties. This personal interview was accomplished in connection with the personally administered questionnaire in each county. The interview with the County Extension Director ranged from fifteen minutes to an hour in length.

> The interview...and its half-brother, the questionnaire... is popularly regarded as the method par excellence (italics in the original) of social science. After all, it is argued, what social scientists are interested in are people, and if you want to find out something about a person, surely the best way is to ask him....[12]

The advantages of the County Extension Director position as seen by the Kansas County Extension Directors are listed below in three groups:

Advantages listed by 50% or more of the County Extension Directors.

1. Board members now look to you more for advice and

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[12] John Madge, The Tools of Social Science (London: Longman Green and Company, LTP., 1963), p. 150.

guidance

2. More status and prestege

3. More authority with other agents

Advantages listed by 25% to 50% of the County Extension Directors

1. More opportunity to coordinate the County Extension program.

2. Other agents now look to you more for advice and guidance.

3. More job security.

Advantages listed by less than 25% of the County Extension Directors

1. Elevates the position of Assistant Agricultural Agent to Agricultural Agent which gives him more prestege.

2. Looses the agricultural identity in your title.

The disadvantages of the County Extension Director position as seen by the Kansas County Extension Directors are listed below in two groups:

Disadvantage listed by 50% or more of the County Extension Directors

1. None,--the trend should be continued in counties of four or more agents.

Disadvantages listed only once

1. Agents tend to think of you as a dictator--man with an iron hand.

2. Title doesn't mean as much as Agricultural agent.

3. Cooperators tend to think of you as a "do nothing".

In the study of the functions of the County Extension Director in Michigan by Denio A. Caul,[13] the most important function was educational leadership. Later Clark and Abdullah[14] combined three studies done with Caul's questionnaire into a Research Bulletin in which they listed the most important function of the County Extension Director as educational leadership. They define education leadership as "...developing and maintaining the ability to work with people and planning and executing an educational program in his subject matter area as the primary function of the County Extension Director."[15]

> As soon as a person is designated chairman at the county level, questions arise: (1) is his job strictly administrative or will he be expected to continue performing some of his former functions?[16]

More than 75% of the Kansas County Extension Directors felt that the County Extension Director should have a responsibility in a subject matter area. Reasons given were:

1. A must, because of the present Kansas County Extension Council law.
2. It lets people know you are doing something.
3. The only way you can justify your position.

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[13] Denio A. Caul, "Perceptions of the County Extension Director Administration Role in Michigan," (unpublished Ph. D. thesis, University of Wisconsin, Madison, 1961).

[14] Robert C. Clark, and Fawzi M. Abdullah. "Functions of the County Extension Director in the Cooperative Extension Servic (Research Bulletin 255, University of Wisconsin, Madison, Februar 1965), p. 31.

[15] *Ibid.*, p. 3-4.

[16] Carl F. Mees, "County Extension Administration," *Journal of Cooperative Extension I*, (Summer, 1963), p. 89.

4. The power structure is in the rural areas, or they are closely tied to the rural areas.

III. SUMMARY

The study showed that there was more agreement among the respondents as to the rank order of importance of administrative functions of the County Extension Director than was anticipated. Basically there was high agreement among the respondents as to the rank order of importance of the five administrative functions. The total respondents felt the order of importance should be:

1. Organizing
2. Planning
3. Assembling Resources
4. Directing
5. Controlling

The variables: position, education, tenure in present position and years on the County Agricultural Extension Council Board showed little relationship with rank order of importance of the administrative functions of the County Extension Director. The age variable showed more relationship to the ranking of importance than did any other variable. Following age, sex was the next most important variable studied.

The County Extension Directors seemed to favor the trend toward establishing the position of County Extension Director in Kansas counties and see many advantages to the position and title. Basically the County Extension Directors saw no disadvantages and felt that there was a definite place for the position in the larger Extension staff counties.

The writer tends to feel the present State Extension Council Law does not allow the County Extension Director to fulfill completely his administrative duties as found in the review of literature. There tends to be some lack of understanding of the administrative functions of the County Extension Director by some Professional Extension workers.

CHAPTER IV

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

INTRODUCTION

The purpose of this study was to clarify the administrative functions of the Kansas County Extension Director through the process of role analysis. Respondents included four groups, all Kansas County Extension Directors, Professional Co-workers, Agricultural Extension Council Board members in the selected counties and State Extension Administrators.

The specific objectives of the study were:

1. To determine the rank order of a selected group of administrative functions of the County Extension Director as perceived by County Extension Directors, Executive Board members of the County Agricultural Extension Council, Professional Co-workers in the selected counties and by State Extension Administrators.

2. To determine the amount of consensus between and among the respondent groups as to the rank order of importance of the selected group of administrative functions of the County Extension Director.

3. To determine the degree of consensus between the Professional Extension workers (State Administrators, County Extension Directors, and Professional Co-workers) and the County Agricultural Extension Council Executive Board members as to the order of importance of selected administrative functions of the County Extension Director and such factors as: position, age, se education, tenure in present position and years on the County

Agricultural Extension Council Executive Board.

4. To examine the advantages and disadvantages of the County Extension Director position in Kansas as seen by the Kansas County Extension Directors.

5. To determine the need for a subject matter area of responsibility in connection with the County Extension Director's administrative functions as seen by the Kansas County Extension Directors.

SUMMARY AND CONCLUSIONS

The data included in this study were analyzed in terms of hypothesis and objectives established for the study. The measures used were: rank order, coefficient of concordance, and rank coefficient of correlation.

Hypothesis 1. There is no consensus between or among County Extension Directors, Professional Co-workers, selected State Administrators and County Agricultural Extension Council Executive Board members as to the rank order of importance of selected administrative functions of the County Extension Director.

The total respondents ranked the administrative functions of the County Extension Director in this order:

1. Organizing
2. Planning
3. Assembling Resources
4. Directing
5. Controlling

The hypothesis was rejected because the coefficient of concordance rating was .62. Using the coefficient of concordance a variation from 0 to 1 is possible.

The County Extension Directors and the Agricultural Extension Council Executive Board members basically agreed with the total respondent group. This could be true as 54 of the 85 individual respondents were in the Agricultural Extension Council Executive Board member group. The County Extension Director respondent group represented only six of 85. The Professional Co-workers group placed the "planning" function much lower and "controlling" higher than any other group.

There may be two factors which might account for the placing of "planning" low by Professional Co-workers and "controlling" higher. The County Agricultural Extension Council law states: "...it shall be the duty of said Agricultural Extension Council to plan the educational Extension program of the county."[1] This may account for the Professional Co-workers placing "planning" low as a function of the County Extension Director. They have been trained that one of the major responsibilities of the County Agricultural Extension Council is the planning of the County Extension program.

The group placed "controlling" higher than any other respondent group. The "controlling" function included: communications, evaluating, public relations, and reporting. This could indicate that the Professional Co-workers placed more importance on public relations than other group included in this study. It might indicate also that Kansas Extension workers tend to view public relations only as "doing good" and/or "making people like you".

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[1] Handbook for County Agricultural Extension Council, (Manhattan, Kansas: Extension Service, Kansas State University, 1967), p. 27.

In searching for an explanation of why the State Administrators ranked "assembling resources" as the least important function of the County Extension Director the writer examined each duty and responsiblity within the "assembling resources" function. He found that two of the nine respondents rated all five elements of the "assembling resources" function very important. Three of the respondents rated at least one of the elements as "not a part" or "only a minor part" of the job of th County Extension Director.

The two elements of the "assembling resources" function that two or more of the respondents did not consider "a part" of the job of the County Extension Director were:

1. Gives recommendations to the County Agricultural Extension Council Executive Board and District Supervisor on the selection of other Extension agents in the County.

2. Recommends to the County Extension Executive Board and District Supervisor salaries for other County Extension workers in the county.

It may be that the district supervisors felt that these duties and responsibilities were their own responsibilities, an not those of the County Extension Director.

Hypothesis 2. There is no consensus between Professiona

Extension workers and the County Agricultural Extension Council Executive Board members as to the rank order of importance of selected administrative functions of the County Extension Directors.

The hypothesis was rejected because the rank coefficient of correlation of .60 indicated a fairly high agreement between the two respondent groups.

The greatest disagreement was on the administrative function of "planning". The County Agricultural Extension Council Executive Board members saw "planning" as the most important and the Professional workers saw such functions as "organizing" and "assembling resources" as more important functions of the County Extension Director. A comparison of the Professional Extension workers to the total group of respondents and the Extension Council Executive Board to the total group of respondents showed the rank order of correlation to be .80 and .90 respectively.

Basically these two groups were in close agreement regarding the administrative functions of the County Extension Director.

Hypothesis 3. There is no consensus between the Professional Extension workers and the County Agricultural Extension Council Board members as to the rank order of importance of selected administrative functions of the County Extension Director according to age.

The hypothesis was partially accepted as there was no agreement among the County Agricultural Extension Council Executive Board members according to age. Using coefficient of rank correlation a -.90 (negative) score was received. The hypothesis was partially rejected because the agreement between the Professional

Extension workers, using coefficient of rank correlation, was .825.

The age respondent groups of the County Agricultural Extension Council Executive Board members were not in agreement with themselves or with the Professional Extension workers. An example of the disagreement is the function of "assembling resources," the older respondent groups ranked this first and the younger last.

This may tend to indicate that the Extension Council Executive Board members do not really understand the duties and responsibilities of the County Extension Director or it might indicate that the older County Agricultural Extension Council Executive Board members are much more concerned about personnel and finances than the younger board members.

Hypothesis 4. There is no consensus between the Professional Extension workers and the County Agricultural Extension Council Board members in the rank order of importance of selected administrative functions of the County Extension Director according to sex.

Hypothesis four was partially accepted as there was no agreement among the County Agricultural Extension Council Executive Board members in the rank order of importance of the administrative functions of the County Extension Director according to sex. Using rank coefficient of correlation a score of .00 was received indicating no agreement. However, hypothesis number four was partially rejected as a score of .70 was received using rank coefficient of correlation to determine the amount of agreement between the Professional Extension workers.

The largest disagreement within both respondent groups was with the administrative function of "assembling resources". This function included staffing securing, and managing expenditures. In both situations the men either ranked it first or second, while the women ranked it last or next to last.

One possible explanation for this is that men normally think of staffing a public office and the management of public funds as major responsibilities. Women tend to see other administrative functions as more important. It would seem there may be a conflict of sex roles.

Hypothesis 5. There is no consensus between Professional Extension staff members with Bachelors degrees and those holding Masters or Doctoral degrees as to the order of importance of selected administrative functions of the County Extension Director.

The hypothesis was rejected because using the rank coefficient of correlation to determine the amount of agreement a .50 was received.

The graduate degree respondent group was in complete agreement with the total respondent group (Table II). The disagreement in this group was in the Bachelors degree group using the total respondent group as a standard.

The Bachelor's degree group placed "controlling" higher and "planning" lower than any other respondent group in the study.

The writer would again tend to think that the reason "planning" is low is because of the County Agricultural Extension Council law stating that "it is the responsibility of the Agricultural Extension Council to plan the Extension program" as outlined under Hypothesis 1 of this chapter. The Professional

Extension worker doesn't think of this as an administrative function of the County Extension Director.

The ranking of "controlling" as the third administrative function of the County Extension Director would tend to indicate that the Bachelor degree group and the Professional Co-workers think communications, public relations, evaluating, and reporting are major duties and responsibilities of the County Extension Director.

Hypothesis 6. There is no consensus between the County Agricultural Extension Council Executive Board members with high school education and less and those with more than a high school education as to the rank order of importance of selected administrative functions of the County Extension Director.

Hypothesis number six was rejected. Using rank coefficient of correlation the agreement was .60 indicating a stronger agreement between the two respondent groups.

The greatest disagreement came with the "assembling resources" function. This function was seen as the most important by the less educated board members, and third by the more educated group. In computing the amount of consensus between the total group (Table II) and two respondent groups there were no differences.

The data in Table VI indicate that the amount of formal education of the County Agricultural Extension Council Executive Board members is not a major factor in determining the rank order of the administrative functions of the County Extension Director in Kansas.

Hypothesis 7. There is no consensus between the Professional Extension staff members with ten years experience and less and those with more than ten years experience in their present position as to the rank order of importance of selected administrative functions of the County Extension Director.

Hypothesis number seven was rejected because the rank coefficient of correlation was .70. The two respondent groups agreed on the three most important functions of the County Extension Director. Using the data from Table VII years experience of Professional Extension workers does not appear to be a major factor in determining the rank order of importance of the functions of the County Extension Director in Kansas.

Hypothesis 8. There is no consensus between the County Agricultural Extension Council Board members with three years and less experience and those with more than three years experience on the Agricultural Extension Council Executive Board as to the rank order of importance of selected administrative functions of the County Extension Director.

Hypothesis eight was rejected as the rank coefficient of correlation score was .40. The two respondent groups agreed completely on "controlling" as the least important function and closely agreed on all other administrative functions except "planning". The less experienced group ranked "planning" first, and the more experienced group ranked it fourth.

The writer feels from the data presented in Table VIII that the County Agricultural Extension Council Board members with more than three years on the Executive Board may tend to think of "planning" as a function of the Agricultural Extension Council, and not a part of the County Extension Director's duties.

Personal Interview. Although no specific hypothesis were set up for the personal interview with the County Extension Directors, the writer used the two objectives listed below as guides for the interviews.

1. To examine the advantages and disadvantages of the County Extension Director position in Kansas as seen by the Kansas County Extension Directors.

2. To determine the need for a subject matter area responsibility in connection with the County Extension Director's administrative functions as seenby the Kansas County Extension Directors.

The Kansas County Extension Directors seemed to be satisfied with the recent trend toward the establishment of County Extension Director positions and the believe the trend should be continued. They saw no major disadvantages to the position or title. The major advantages listed are summarized below. They are:

1. Board members and other agents look to you more for advice and guidance.
2. More status, prestege, and job security.
3. More opportunity to coordinate total program.
4. More authority with other agents.

More than 75% of the Kansas County Extension Directors thought definitely the County Extension Director must have a subject matter area of responsibility. Two of the more common reasons given were:

1. Because of the present Kansas County Extension Council law.
2. To justify your position with the people and the power structure in the county.

The study showed that there was more agreement among the respondents regarding the administrative role of the County Extension Director than was anticipated. Basically there was high agreement among the respondents as to the rank order of importance of the five administrative functions. The total respondents felt the order of importance should be:

1. Organizing
2. Planning
3. Assembling resources
4. Directing
5. Controlling

The variables: formal education, tenure on the Agricultural Extension Council Executive Board, or years as a Professional worker showed little relationship with rank order of importance of the administrative functions of the County Extension Director. The age variable showed more relationship to the ranking of importance than did any other variable. Following age, sex was the next more important variable studied.

County Extension Directors seemed to favor the trend toward County Directorship in Kansas, but the writer tends to feel that there are two major problems presently facing this position. One in the County Agricultural Extension Council

Law, and two, the lack of understanding of the administrative functions of the County Director by some Professional Extension workers.

RECOMMENDATIONS

Based on the findings of this study the writer recommends the following:

1. The findings of this study be made available to all the respondents included in this study.

2. The findings of this study be made available to the committee responsible for writing job descriptions for the Kansas Cooperative Extension Service.

3. The findings of this study be made available to those persons responsible for teaching Extension Education classes and Induction Training at Kansas State University.

4. The findings of this study be made available to the self study committee on County Operations.

5. A joint training session be held as soon as possible for all Kansas County Extension Directors, the Professional staffs, Agricultural Extension Council Executive Board members, and State Administrators to discuss thoroughly the functions and responsibilities of the County Extension Director. (Perhaps all specialists would benefit since this is a new position.)

6. When additional Extension Directors are appointed a complete discussion be held with the new County Director, the Professional Staff, and Agricultural Extension Council Executive Board members by the Director, Associate Director, or State

Leader of Field Operations to fully explain the functions and responsibilities of the County Extension Director.

7. That the District Supervisor discuss fully with the County Agricultural Extension Council Executive Board members the duties (or job description) for each agent position in each county at least once a year.

8. That consideration be given to changing the wording of the Kansas Agricultural Extension Council law to provide for joint responsibility of County Agricultural Extension Council and Cooperative Extension Service in planning the County Extension program.

9. That the trend of establishing County Extension Director positions be continued in counties with larger Extension staffs.

10. That newly established County Extension Director position include some subject matter responsibility along with administrative duties.

11. That sometime in the future a study be undertaken in Kansas to determine the understanding of "public relations" with the staff of the Kansas Cooperative Extension.

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APPENDIX

THE FUNCTIONS OF THE COUNTY EXTENSION
DIRECTOR IN KANSAS

Purpose of the Study

This study represents an attempt to define more clearly the various functions that should be performed by the County Extension Director in Kansas. The results of this study will be available to the Extension Committee responsible for writing the position descriptions during 1968.

This study deals with certain identified functions of administrative staff members. The primary purpose is to determine the degree of consensus among members of the Extension staff and among members of County Extension Executive Boards as to the order of importance of these functions that should be performed by the County Extension Director in Kansas.

General Instructions

a. Please do not sign the questionnaire.
b. There are no "right" or "wrong" responses to the statements. Your own feelings and opinions, based on your knowledge and experience, as of now are important.
c. Please disregard IBM numbers in the margins as they are to be used for tabulation purposes only.
d. Please re-check the total questionnaire after you have completed it to make sure you have responded to all items on all pages.
e. No attempt will be made to identify individual questionnaires, and all individual questionnaires will be kept confidential.

Section I

THE FUNCTIONS OF THE COUNTY EXTENSION DIRECTOR IN KANSAS

QUESTIONNAIRE

I. B. M.
Col. No.

1. ___
2. ___
3. ___
4. Please check the category into which your present position falls:

.1 ___ State Administration (includes the Director, Associate Director, Assistant Director, State Leader of Field Operations, and District Supervisors).

.2 ___ County Extension Director.

.3 ___ County Extension Agricultural Agent (includes County Agricultural Agents, Assistant County Agricultural Agents, and County Extension Horticultural Agents).

.4 ___ County Extension Home Economist (includes County Extension Home Economist and Assistant County Extension Home Economist).

.5 ___ County Extension 4-H Agent (includes County Extension 4-H Agent and Assistant County Extension 4-H Agent).

5. Age as of February 1, 1968 (check one)

.1 ___ under 25 years

.2 ___ 25-35 years

.3 ___ 36-45 years

.4 ___ 46-55 years

.5 ___ 56-65 years

.6 ___ over 65 years.

6. Sex (check one)

.1 ___ female

.2 ___ male

7. How many years have you been employed by the Cooperative Extension Service? (check one)

.1 ___ less than 1 year

.2 ___ 1-5 years

.3 ___ 6-10 years

.4 ___ 11-15 years

.5 ___ 16-20 years

.6 ___ more than 20 years.

8. Number of years experience in your present job (CED, CEAA, CEHE, Dist. Sup., etc.) in Extension work as of February 1, 1968. (check one)

.1 ___ less than 1 year

.2 ___ 1-5 years

.3 ___ 6-10 years

.4 ___ 11-15 years

.5 ___ 16-20 years

.6 ___ more than 20 years.

9. What is the highest degree you held as of February 1, 1968? (check one)

.1 ___ Bachelor

.2 ___ Masters

.3 ___ Doctors.

10. What was the major area of study for your bachelors degree?

.1 ___ Social Science

.2 ___ Biological Science

.3 ___ Plant Science

.4 ___ Animal Science

.5 ___ Home Economics

.6 ___ Extension Education

.7 ___ Agricultural Education

.8 ___ Other (Name ____________________________)

11. What was the major area of study for graduate work beyond your bachelors degree?

.1 ___ Social Science

.2 ___ Biological Science

.3 ___ Plant Science

.4 ___ Animal Science

.5 ___ Home Economics

.6 ___ Extension Education

.7 ___ Agricultural Education

.8 ___ Other (Name ____________________________)

SPECIFIC INSTRUCTIONS

On the following pages are lists of functions identified from the literature and research studies which are performed by individuals in administrative situations in the Cooperative Extension Service. Please evaluate each function included in the questionnaire. On the scale, please indicate the importance you believe should be given to each function by circling the appropriate number.

If you feel important functions have been omitted, please add and indicate the degree of importance.

Definitions:

5 Very Important--A function which should receive a great deal of attention and top priority of time.

4 Important--A function which seldom should be neglected, but might be postponed for top priority work.

3 Fairly Important--A function which should be done but might be postponed for more urgent work.

2 Of Minor Importance--A function which might ought to be done but only if a person finds time.

1 Not Important--A function on which no time ought to be spent.

PLEASE RESPOND TO ALL ITEMS ON ALL PAGES

Section II

Functions of the County Extension Director	Importance that should be attached to the function				
	Very Important	Important	Fairly Important	Of Minor Importance	Not Important
12. Develops with appropriate advisory committees and other County Extension Agents a written long-time Extension program for the county.	5	4	3	2	1
13. Is responsible for holding regular staff conferences.	5	4	3	2	1
14. Gives recommendations to County Extension Executive Board and District Supervisor on the selection of other Extension Agents in the county.	5	4	3	2	1
15. Accepts responsibility for decisions made by other County Extension Agents in the county.	5	4	3	2	1
16. Maintains personal contact with major farm organizations and groups.	5	4	3	2	1
17. Sets objectives and goals for Extension educational programs in the county.	5	4	3	2	1
18. Forecasts and adjusts the seasonal and yearly workload of the County Staff.	5	4	3	2	1
19. Recommends to the County Extension Executive Board and District Supervisor, salaries for other County Extension workers in the county.	5	4	3	2	1
20. Delegates general areas of program responsibility to other County Extension Agents.	5	4	3	2	1

Functions of the County Extension Director	Importance that should be attached to the function				
	Very Important	Important	Fairly Important	Of Minor Importance	Not Important
21. Establishes regular channels of communication with local newspapers, radio, and/or television where available.	5	4	3	2	1
22. Is responsible for development of long range objectives of the County Extension Service.	5	4	3	2	1
23. Is responsible for correlation of the different subject matter areas into a total County Extension Program.	5	4	3	2	1
24. Takes applications and hires new or additional secretaries.	5	4	3	2	1
25. Approves the introduction of new types of Extension programs or events into the county.	5	4	3	2	1
26. Initiates effective evaluation procedures of the County Extension program.	5	4	3	2	1
27. Determines what educational activities the Cooperative Extension Service is to engage in, and the priority that should be given.	5	4	3	2	1
28. Keeps other County Extension Agents informed on what is going on in all phases of the County Extension program.	5	4	3	2	1
29. Prepares the annual County Extension Budget.	5	4	3	2	1
30. Is responsible for interpreting and determining County Extension policy in the county.	5	4	3	2	1

Functions of the County Extension Director		Importance that should be attached to the function				
		Very Important	Important	Fairly Important	Of Minor Importance	Not Important
31.	Makes periodic reports of Extension accomplishments to the Board of County Commissioners.	5	4	3	2	1
32.	Gives assistance in developing procedures and methods that will result in more effective dissemination of subject matter.	5	4	3	2	1
33.	Defines areas of responsibility for County Extension personnel.	5	4	3	2	1
34.	Is prepared to justify all County Extension expenditures to the County Agricultural Extension Council Executive Board.	5	4	3	2	1
35.	Approves reports and other materials prepared by County Extension Agents.	5	4	3	2	1
36.	Serves as speaker for civic groups, farm organizations, 4-H and adult leader banquets, and other similar organizations.	5	4	3	2	1

Please list any other activity or function expectations which you consider to be the responsibility of the County Extension Director and indicate the importance.

37.	Other ______________________________	5	4	3	2	1
38.	Other ______________________________	5	4	3	2	1
39.	Other ______________________________	5	4	3	2	1
40.	Other ______________________________	5	4	3	2	1

Section III--TRAINING NEEDS OF THE COUNTY EXTENSION DIRECTOR

NOTICE: THIS PART OF THE QUESTIONNAIRE IS DIFFERENT THAN THE PART THAT YOU JUST COMPLETED.

Below is a suggested list of categories in which it might be desirable for County Extension Directors to have training. Please check these nine categories on the scale at the right below based on your feeling of the importance of these areas in contributing to the effectiveness of a County Extension Director.

Category	.4 Absolutely Essential	.3 Highly Desirable	.2 Would be Helpful	.1 Not Important
41. Extension Organization and Administration.				
42. Human Development. i.e., developmental processes of people, group interaction principles.				
43. The Educational Process: principles of learning; teaching methods and philosophy of education.				
44. Social Systems: family, community, school, church groups, special interest groups, farm organizations.				
45. Program Planning and Development.				
46. Communication: basic communication, individual, group and mass media.				
47. Effective Thinking: problem solving method; decision making based on critical analysis; and creativity.				

(more)

Category	.4 Absolutely Essential	.3 Highly Desirable	.2 Would be Helpful	.1 Not Important
48. Technical Knowledge: subject matter in agriculture and home economics.				
49. Research: principles of research and evaluation; methods of utilizing research findings.				

Section I

THE FUNCTIONS OF THE COUNTY EXTENSION DIRECTOR IN KANSAS

QUESTIONNAIRE

I. B. M.
Col. No.

1. ____
2. ____
3. ____
4. Which group do you represent on the County Agricultural Extension Council? (check one)

   .1 ___ Agriculture

   .2 ___ Home Economics

   .3 ___ 4-H

5. Age as of February 1, 1968 (check one)

   .1 ___ under 25 years

   .2 ___ 25-35 years

   .3 ___ 36-45 years

   .4 ___ 46-55 years

   .5 ___ 56-65 years

   .6 ___ over 65 years

6. Sex (check one)

   .1 ___ female

   .2 ___ male

7. How many years have you served on the County Agricultural Extension Council? (check one)

   .1 ___ first year

   .2 ___ second year

   .3 ___ third year

   .4 ___ fourth year

   .5 ___ five years or more.

8. How many years have you served on the County Agricultural Extension Council Executive Board? (check one)

.1 ___ first year

.2 ___ second year

.3 ___ third year

.4 ___ fourth year

.5 ___ five years or more

9. Education completed (check one)

.1 ___ less than 8th grade

.2 ___ 8th grade

.3 ___ less than high school graduate

.4 ___ high school graduate

.5 ___ less than college graduate

.6 ___ college graduate (Bachelors Degree)

.7 ___ more than Bachelors Degree

10. Please check the category in which your residence (home) is located.

.1 ___ on farm or ranch

.2 ___ in city of less than 1,000 population

.3 ___ in city of 1,000 to 2,500 population

.4 ___ in city of 2,500 to 5,000 population

.5 ___ in city of 5,000 to 10,000 population

.6 ___ in city of 10,000 or more.

11. _____

ADMINISTRATIVE FUNCTIONS OF THE COUNTY EXTENSION DIRECTOR ACCORDING TO RANK OF THE TOTAL RESPONDENT GROUPS, AND THE RANK ORDER OF THE SELECTED DUTIES AND RESPONSIBILITIES WITHIN EACH ADMINISTRATIVE FUNCTION

Question No.	Functions (Abbreviated)	Total Study Rank Order	CED	PCOW	SSA	AECEB
			Rank Order Within Function	Rank Order Within Function	Rank Order Within Function	Rank Order Within Function
	II-Organizing					
13	Holds regular staff conferences	2	1	1	1	1
28	Keeps other agents informed	4	1	2	4	2
23	Responsible for correlation of program	10	3	3	1	4
33	Defines areas of responsibility	13	3	4	3	3
18	Forecasts and adjusts workload	18	5	5	5	5
	I-Planning					
22	Develops long time objectives	3	1	1	3	2
17	Sets objectives for programs	6	3	4	2	1
12	Develops written long time programs	9	1	2	1	3
32	Assists in developing methods	20	5	3	5	5
27	Determins educational priorities	21	4	5	4	4

(Continued)

ADMINISTRATIVE FUNCTIONS OF THE COUNTY EXTENSION DIRECTOR ACCORDING TO RANK OF THE TOTAL RESPONDENT GROUPS, AND THE RANK ORDER OF THE SELECTED DUTIES AND RESPONSIBILITIES WITHIN EACH ADMINISTRATIVE FUNCTION

Question No.	Functions (Abbreviated)	Total Study Rank Order	CED Rank Order Within Function	PCOW Rank Order Within Function	SSA Rank Order Within Function	AECEB Rank Order Within Function
	III-Assembling Resources					
34	Justifies all expenditures	1	2	1	1	1
29	Prepares Extension budget	5	2	2	3	2
24	Hires secretaries	14	1	3	2	4
14	Recommends on hiring of agents	15	4	4	3	3
19	Recommends salaries for agents	24	5	5	5	5
	IV-Directing					
30	Determines policy in county	8	3	1	2	1
20	Delegates responsibility	17	2	3	1	3
15	Responsible for other agent decisions	15	1	2	3	4
25	Approves new programs	19	3	4	4	1
35	Approves reports of agents	23	5	5	5	5

(Continued)

ADMINISTRATION FUNCTIONS OF THE COUNTY EXTENSION DIRECTOR ACCORDING TO RANK OF THE TOTAL RESPONDENT GROUPS, AND THE RANK ORDER OF THE SELECTED DUTIES AND RESPONSIBILITIES WITHIN EACH ADMINISTRATIVE FUNCTION

Question No.	Functions (Abbreviated)	Total Study Rank Order	CED	PCOW	SSA	AECEB
			Rank Order Within Function	Rank Order Within Function	Rank Order Within Function	Rank Order Within Function
	V-Controlling					
16	Maintains contact with organizations	7	2	2	3	1
31	Reports to County Commissioners	10	1	1	2	3
21	Establishes communications channels	12	2	3	1	2
26	Evaluates county programs	22	4	4	4	4
36	Serves as speaker	25	5	5	5	5

THE ADMINISTRATIVE FUNCTIONS OF THE COUNTY EXTENSION DIRECTOR IN KANSAS

by

EARL LEROY VANMETER

B. S., Kansas State University, 1958

AN ABSTRACT OF A MASTER'S THESIS

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

College of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1968

Purpose and Procedure

The purpose of this study was to clarify the administrative functions of the Kansas County Extension Director through the process of role analysis. Respondents included four groups, all Kansas County Extension Directors, Professional Co-workers, County Agricultural Extension Council Executive Board members in the selected counties and selected State Extension Administrators.

Data were gathered through the use of a questionnaire, personally administered. The respondents were asked to indicate how important they perceived the different selected administrative duties to be by scoring them on a five point scale, five being the most important and one being the least important.

In addition the writer personally interviewed each County Extension Director to determine the advantages and disadvantages of the County Extension Director position as seen by Kansas County Extension Directors.

The writer also asked the Kansas County Extension Directors for their views regarding the need for a subject matter area of responsibility in addition to their administrative duties. The methodsused in analysis were; mean weighted score, rank order of coefficient of correlation, and coefficient of concordance.

Summary of Results

The study showed that there was more agreement among the respondents as to the rank order of importance of administrative functions of the County Extension Director than was anticipated. Basically there was high agreement among the respondents as to the rank order of importance of the five administrative functions.

The total respondents felt the order of importance should be:

1. Organizing
2. Planning
3. Assembling Resources
4. Directing
5. Controlling

The variables: position, education, tenure in present position and years on the Executive Board seemed to have little relationship with rank order importance of the administrative functions of the County Extension Director. The age variable showed more relationship to the ranking of importance than did any other variable. Following age, sex was the next most important variable studied.

The County Extension Directors seemed to favor the trend toward establishing the position of County Extension Director in Kansas Counties and see many advantages to the position and title. They do suggest that consideration be given to a subject matter area of responsibility in connection with the administrative duties of the County Extension Director.

Recommendations

1. A joint training session be held as soon as possible for all Kansas County Extension Directors, Professional staffs, and the Executive Board members of the Agricultural Extension Council and State Administrators to thoroughly discuss the functions and responsibilities of the County Extension Director.

2. When additional Extension Directors are appointed a complete discussion be held with the new County Director, the

Professional county staff, and the Agricultural Extension Council Executive Board members.

3. That consideration be given to changing the wording of the Kansas Agricultural Extension Council law to provide for joint responsibility of County Agricultural Extension Council and Cooperative Extension Service in planning the County Extension program.

4. That the trend of establishing County Extension Director positions be continued in counties with large Extension staffs.

5. That newly established County Extension Director position include some subject matter responsibility along with administrative duties.

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